

**ASSESSING THE RELATIONSHIP BETWEEN LEADERSHIP STYLE
AND EMPLOYEE PERFORMANCE IN ARMY BATALION UNIT**

By

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(804604)

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Zuhaidi bin Ismail
February 2011

ABSTRACT

The relationship between leadership style and employee performance should be examined in order to identify which leadership style will increase the employee performance and which leadership style will decrease the employee performance. This is also vital for the management to know what type of leadership style of officers should be assigned with the task of more dealing with personnel because it will dictate the performance of the personnel in regard of the officer who leading them. Therefore, this research was conducted to study the relationship between leadership style and employee performance in order to identify which leadership style relate to employee performance and if there is any relationship, how strong is the relationship between them. This study was conducted at the 5th Battalion Border Regiment, located at Bukit Kayu Hitam, Kedah. Specifically, the objectives were (i) to examine the relationship between transformational leadership style and employee performance and (ii) to examine the relationship between transactional leadership style and employee performance according to the military environment.

A total of 165 questionnaires were distributed to 165 officers and lower ranks at the battalion and all the questionnaires were returned for analysis. However, 15 questionnaires were rejected due to their incompleteness; hence only 150 of them were usable for further analysis. Data were analyzed using both descriptive and inferential statistical analysis to interpret data.

Findings revealed that both leadership style; transformational leadership style and transactional leadership style were related to employee performance. Both leadership styles were significantly correlated with employee performance where transformational leadership style was the most dominant in predicting the employee performance

ABSTRAK

Hubungkait diantara gaya kepimpinan dan pencapaian pekerja perlu di kaji demi untuk mengenalpasti jenis gaya kepimpinan manakah yang mampu meningkatkan dan menyusutkan pencapaian pekerja. Adalah penting bagi pihak pengurusan untuk mengetahui apakah jenis gaya kepimpinan pegawai yang perlu ditugaskan didalam tugas yang memerlukan lebih berurusan dengan kakitangan bawahan kerana pencapaian pekerja bawahan adalah ditentukan oleh pegawai yang mengetuai mereka. Oleh itu kajian ini dijalankan untuk mengenalpasti hubungkait diantara gaya kepimpinan dengan pencapaian pekerja didalam mengenalpasti jenis gaya kepimpinan manakah yang berhubungkait dengan pencapaian pekerja dan jika wujud hubungkait, sejauh manakah hubungkait diantara kedua-duanya. Kajian ini telah dilaksanakan di Batalion Ke 5 Rejimenn Sempadan yang berpangkalan di Kem Bukit Kayu Hitam, Kedah. Secara khususnya objektif kajian ini adalah (i) mengenalpasti hubungkait diantara gaya kepimpinan transformasional dan pencapaian pekerja dan (ii) mengenalpasti hubungkait diantara gaya kepimpinan transaksional dan pencapaian pekerja berdasarkan kepada persekitaran ketenteraan.

Sebanyak 165 borang soal selidik telah diedarkan kepada pegawai dan anggota bawahan di batalion dan kesemuanya dipulangkan untuk dianalisa. Bagaimanapun 15 borang soal selidik telah ditolak kerana tidak lengkap. Walau bagaimanapun 150 borang soalselidik telah berjaya dianalisa menggunakan analisis deskriptif dan analisis inferensi.

Hasil kajiselidik mengenalpasti bahawa kedua-dua gaya kepimpinan berhubungkait dengan pencapaian pekerja. Kedua-dua gaya kepimpinan berhubungkait secara signifikan dengan pencapaian pekerja dimana gaya kepimpinan transformasi didapati paling dominan dalam menentukan pencapaian pekerja.

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ASSESSING THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE IN ARMY BATALION UNIT

CHAPTER 1

INTRODUCTION

1.1 Introduction to the Study

Employee performance is the most essential element in achieving organizational success but many employees do not understand what it takes to achieve or excel in corporations because employee performance objectives are not always stated clearly. Most of the scholar agreed that employee performance is vital for business success (Dibben & James, 2007; Dyer & Reeves, 1994). Many factors may influence employee performance such as job security, workload, absenteeism, retention and on-and off-the-job training (Dibben & James, 2007; Dyer & Reeves, 1994). Others scholar such as Dyer & Reeves (1994), Jaworski & Kohli (1993) and Tesluk (1999) found that employee turnover, satisfaction, commitment, esprit de corps and citizenship are some other determinants of employee performance. Measuring of employee performance can be perform by using commitment and esprit de corps as a measurement (Arshad, Kashif & Muhammad, 2010). Commitment is the degree to which employees sacrifice for, identify with and involve themselves in achieving organizational objectives (Lancaster & Vender, 2004; Jaworski & Kohli,

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only

Appendix 1

Yang saya hormati,

Soal selidik ini direkabentuk bertujuan untuk mengkaji hubungan antara gaya kepimpinan dan pencapaian pekerja yang dilaksanakan di Batalion 5 Rejimen Sempadan (5 RS). Kajian ini hanya melibatkan pegawai-pegawai dan anggota-anggota Lain-Lain Pangkat (LLP). Kajian ini adalah bagi memenuhi keperluan akademik pengajian Ijazah Sarjana Pengurusan Sumber Manusia, Universiti Utara Malaysia yang sedang saya hadiri. Mohon saudara memberi maklumbalas kepada soalan-soalan dalam kajian ini dengan jujur dan ikhlas.

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Mejar Zuhaidi bin Ismail - RAMD
Universiti Utara Malaysia

PART ONE (A): RESPONDENT BACKGROUND

Please tick (/) in the right coloum:

1. Rank: 1. Officers (), 2. PW1/PW2 (), 3. SSjn (), 4. Sjn (), 5. Kpl (), 6. LKpl ()
7. Pbt ()
2. Age: 1. 18-25 years (), 2. 26-35 years (), 3. 36 years and above ()
3. Marital Status : 1. Bachelor (), 2. Married ()
4. Period of Service: 1. 1-4 years (), 2. 5-8 years (), 3. 9-12 years () 4. 13-16 years ()
5. More than 17 years ()
5. Appointment: 1. OC (), 2. Pl Comd (), 3. RSM/KSM (), 4. Sjn Pl (), 5. Sect Comd (), 6. Rifleman () 7. Others
6. Academic Qualification: 1. Degree (), 2. Diploma/STPM (), 3. SPM (),
4. PMR (), 5. Others

PART TWO (B): INDIVIDUAL FACTORS OF THE COMPANY COMMANDER

Questions below are related to the respondent based on the real experienced working in the 5th Bn Border Regiment. Please circle (0) at the right coloum based on scale as follows:

1 – Strongly Disagree 2 – Disagree 3 – Neutral
4 – Agree 5 – Strongly Agree

| TRANSFORMATIONAL LEADERSHIP | | | | | |
|--|---|---|---|---|---|
| Idealized Attributes (IA) | | | | | |
| 1. My company's commander instill pride in others for being associated with him | 1 | 2 | 3 | 4 | 5 |
| 2. My company's commander go beyond self-interest for the good of the group | 1 | 2 | 3 | 4 | 5 |
| 3. My company's commander act in ways that build others' respect for him | 1 | 2 | 3 | 4 | 5 |
| 4. My company's commander display a sense of power and confidence | 1 | 2 | 3 | 4 | 5 |
| Idealized Behaviors (IB) | | | | | |
| 1. My company's commander talk about himself most important values and beliefs | 1 | 2 | 3 | 4 | 5 |
| 2. My company's commander specify the importance of having a strong sense of purpose | 1 | 2 | 3 | 4 | 5 |
| 3. My company's commander consider the moral and ethical consequences of decisions | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--|---|---|---|---|---|
| 4. My company's commander emphasize the importance of having a collective sense of mission | 1 | 2 | 3 | 4 | 5 |
| Inspirational Motivation (IM) | | | | | |
| 1. My company's commander talk optimistically about the future | 1 | 2 | 3 | 4 | 5 |
| 2. My company's commander talk enthusiastically about what needs to be accomplished | 1 | 2 | 3 | 4 | 5 |
| 3. My company's commander articulate a compelling vision of the future | 1 | 2 | 3 | 4 | 5 |
| 4. My company's commander express confidence that goals will be achieved | 1 | 2 | 3 | 4 | 5 |
| Intellectual Stimulation (IS) | | | | | |
| 1. My company's commander re-examine critical assumptions to question whether they are appropriate | 1 | 2 | 3 | 4 | 5 |
| 2. My company's commander seek differing perspectives when solving problems | 1 | 2 | 3 | 4 | 5 |
| 3. My company's commander get others to look at problems from many different angles | 1 | 2 | 3 | 4 | 5 |
| 4. My company's commander suggest new ways of looking at how to complete assignments | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--|---|---|---|---|---|
| <p>Individual Consideration (IC)</p> <p>1. My company's commander spend time teaching and coaching</p> <p>2. My company's commander treat others as individuals rather than just as a member of a group</p> <p>3. My company's commander consider an individual as having different needs, abilities, and aspirations from others</p> <p>4. My company's commander help others to develop their strengths</p> | 1 | 2 | 3 | 4 | 5 |
| <p>TRANSACTIONAL LEADERSHIP</p> <p>Contingent Reward (CR)</p> <p>1. My company's commander provide others with assistance in exchange for their efforts</p> <p>2. My company's commander discuss in specific terms who is responsible for achieving performance targets</p> <p>3. My company's commander make clear what one can expect to receive when performance goals are achieved</p> <p>4. My company's commander express satisfaction when others meet expectations</p> | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--|---|---|---|---|---|
| Management-by-Exception: Active (MBEA) | | | | | |
| 1. My company's commander focus attention on irregularities, mistakes, exceptions, and deviations from standards | 1 | 2 | 3 | 4 | 5 |
| 2. My company's commander concentrate his full attention on dealing with mistakes, complaints, and failures | 1 | 2 | 3 | 4 | 5 |
| 3. My company's commander keep track of all mistakes | 1 | 2 | 3 | 4 | 5 |
| 4. My company's commander direct his attention toward failures to meet standards | 1 | 2 | 3 | 4 | 5 |
| Management-by-Exception: Passive (MBEP) | | | | | |
| 1. My company's commander fail to interfere until problems become serious | 1 | 2 | 3 | 4 | 5 |
| 2. My company's commander wait for things to go wrong before taking action | 1 | 2 | 3 | 4 | 5 |
| 3. My company's commander show that he is a firm believer in "If it ain't broke, don't fix it." | 1 | 2 | 3 | 4 | 5 |
| 4. My company's commander demonstrate that problems must become chronic before he take action | 1 | 2 | 3 | 4 | 5 |

PART THREE (C):EMPLOYEE PERFORMANCE

Questions below are related to the respondent based on the real experienced working in the 5th Bn Border Regiment. Please circle (0) at the right column based on scale as follows:

1 – Strongly Disagree 2 – Disagree 3 – Neutral
4 – Agree 5 – Strongly Agree

| | | | | | |
|--|---|---|---|---|---|
| ORGANIZATIONAL COMMITMENT | | | | | |
| AFFECTIVE COMMITMENT | | | | | |
| 1. Some of my best friends work in my company.....I'd miss them if I left | 1 | 2 | 3 | 4 | 5 |
| 2. I really like the atmosphere at my current job....it's fun and relaxed | 1 | 2 | 3 | 4 | 5 |
| 3. My current job duties are very rewarding....I enjoy coming to work each morning | 1 | 2 | 3 | 4 | 5 |
| CONTINUANCE COMMITMENT | | | | | |
| 4. I'm due for promotion soon....Will I advance as quickly at the new company | 1 | 2 | 3 | 4 | 5 |
| 5. My salary and benefits enough for me to spent for my family and buying a house and a vehicle | 1 | 2 | 3 | 4 | 5 |
| 6. My nature of work suit with my family living style | 1 | 2 | 3 | 4 | 5 |
| NORMATIVE COMMITMENT | | | | | |
| 7. My company has invested so much time in me, mentoring me, training me, showing me the career path | 1 | 2 | 3 | 4 | 5 |
| 8. My company gave me my start...they hired me when others thought I wasn't qualified | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--|---|---|---|---|---|
| 9. My company has helped me out of a jam on a number of occasions...how could I leave now? | 1 | 2 | 3 | 4 | 5 |
| ESPRIT DE CORPS | | | | | |
| 1. We are like to perform task in teamwork and we enjoying doing that | 1 | 2 | 3 | 4 | 5 |
| 2. Our level of cohesion are very high in a company | 1 | 2 | 3 | 4 | 5 |
| 3. We feel attached to achieve common objectives of the company | 1 | 2 | 3 | 4 | 5 |
| 4. We feel pride to be the member of this company | 1 | 2 | 3 | 4 | 5 |
| 5. We feel committed to perform the task of the company | 1 | 2 | 3 | 4 | 5 |
| 6. We are very dedicated in performing our tasks | 1 | 2 | 3 | 4 | 5 |

DESCRIPTIVE STATISTICS

Descriptive Statistics

| | Mean | Std. Deviation | N |
|----|---------|----------------|-----|
| TF | 3.00335 | 1.31011 | 150 |
| TS | 3.00335 | 1.29236 | 150 |
| EP | 3.8067 | 0.50652 | 150 |

CRONBACH’S ALPHA

Reliability Statistics for Transformational Leadership Style

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .984 | .986 | 20 |

Reliability Statistics for Transactional Leadership Style

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .967 | .973 | 12 |

Reliability Statistics for Transactional Employee Performance

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .847 | .845 | 15 |

CORRELATION ANALYSIS

Correlations

| | | EP | TF | TS |
|------------------------|----|-----------|----------|-----------|
| Pearson Correlation | EP | 1.000 | .932(**) | -.932(**) |
| | TF | .932(**) | 1.000 | |
| | TS | -.932(**) | | 1.000 |

** Correlation is significant at the 0.01 level (2-tailed)

MULTIPLE REGRESSION ANALYSIS

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 1 | .934(a) | .873 | .871 | 4.75908 |

a. Predictors: (Constant), TF, TS
b. Dependent Variable: EP

ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|---------|
| 1 | Regression | 22873.154 | 2 | 11436.577 | 504.951 | .000(a) |
| | Residual | 3329.386 | 147 | 22.649 | | |
| | Total | 2602.540 | 149 | | | |

a. Predictors: (Constant), TF, TS
b. Dependent Variable: EP

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 45.826 | 14.893 | | 3.077 | .002 |
| | TF | .300 | .125 | .475 | 2.407 | .017 |
| | TS | -.485 | .207 | -.462 | -2.341 | .021 |

- a. Predictors: (Constant), Transformational, Transactional
- b. Dependent Variable: Employee Performance.